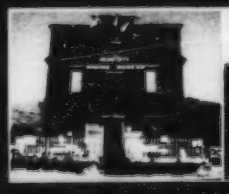
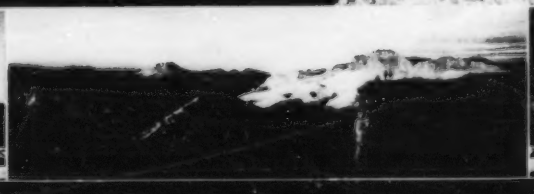
A CONSULTATION RE

Vision for the develop
of tourism in the Yuko

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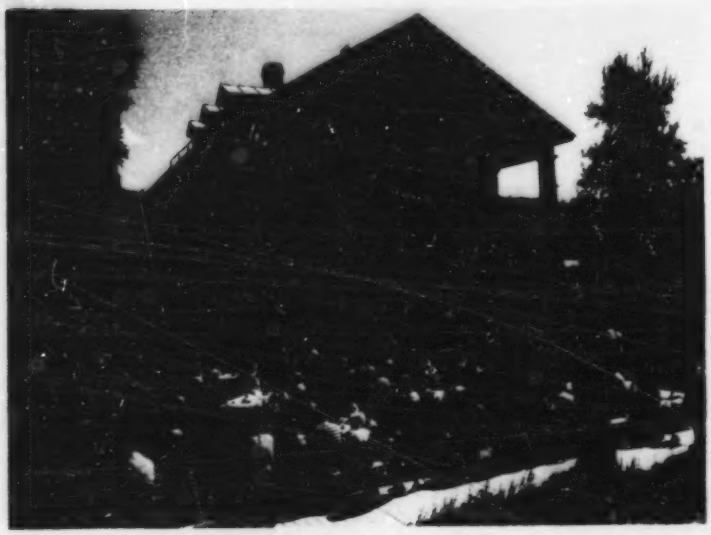
A VISION FOR TOURISM IN THE YUKON

In partnership with the people of the Yukon, the Government has developed a vision that outlines expectations and goals for tourism development in the coming years.

By participating and providing input, Yukon people have helped to shape the way that tourism development will occur in the territory. Contributions from members of the tourism industry, First Nations, interest groups, governments, communities and the public were critical to the success of this consultative strategic process.

Additional copies of the Yukon Tourism Vision are available from the Inquiry Desk at the Yukon Government Administration Building, Tourism Yukon (The Department of Tourism), Yukon territorial agents, First Nation and local government offices. The document can also be downloaded from the Tourism Yukon Industry Services website at: www.tirc.gov.yk.ca.



OVERVIEW OF THE YUKON TOURISM VISION

Through two rounds of extensive consultations, Yukon people participated in the discussion and development of a comprehensive vision for tourism. Input was received from a broad range of individuals and organizations through meetings and by written submission.

This document outlines key issues affecting tourism in the Yukon and proposes principles, goals, and aims that will enable the territory to gain from the economic and social benefits of tourism.

Five principles were clearly identified to guide tourism planning and decision making. Yukon people want these principles to be considered equally—they are listed in no particular order:

- *Respect for the environment*
- *Respect for Yukon people*
- *Dialogue with Yukon people*
- *Sustainable communities*
- *Growth and prosperity*

These principles support the development of a healthy tourism industry that builds on Yukon community values and priorities.

TOURISM AND OUR WAY OF LIFE

Yukon people want careful, diversified growth in tourism that balances economic development with environmental and community values.

Yukoners' pride in the place they live and their appreciation of the value of tourism provide the backdrop to the five guiding principles. Residents of the territory hold a strong connection with their home, and tourism is an outlet for communicating that pride.

Recognizing that tourism growth is important to the territorial economy, Yukon people also want to preserve the unique northern experience of living in the Yukon. For Yukon residents, this means a sustainable industry that provides for jobs, authentic products, environmental standards and healthy communities.

Governments, their partners and the people of the Yukon are committed to developing tourism responsibly in the Yukon. Continued support of community values, heritage, arts and cultural industries, and the needs of Yukon residents are incorporated into this vision.

TOURISM AND OUR LIVELIHOODS

A key role of government is to provide a climate that stimulates and adds value to the efforts of private and public sector tourism initiatives.

This document identifies ways that the Yukon Government and other stakeholders can help to build a strong, competitive tourism industry. For tourism operators, this means help developing products and services, access to resources, a supportive business environment and strong partnerships. The consultation outcomes identified ways for government to aid development of the tourism work force and public infrastructure, and improve delivery of marketing programs.

BACKGROUND

The Importance of Tourism

Yukon experienced a record year for visitation in 1999, with the largest number of visitors ever recorded. Last year, Canada Customs border crossing statistics show that 312,000 non-resident visitors entered the territory—a 4.3% increase over the previous year. This marks the highest visitation levels since accurate data collection began in 1987.

Leading this growth was a 36% increase in visitors from overseas since 1994, and an 11% increase in visitors from the United States since 1994. The Yukon Air Travelers Survey recently showed that over a four-year period air travel to the Yukon increased by 47%.

"We want to explore new and niche markets: shoulder season, winter tourism, cultural tourism and conventions!"

— industry representatives Whitehorse

For the Yukon, this increased visitation cushions a downturn in natural resource sectors with increased economic activity in the tourism industry. Estimated annual tourism revenues now exceed $124 million. The industry is Yukon's largest private sector employer—more than 2000 people are working in the tourism sector for 1180 Yukon businesses. Approximately 70% of Yukon private sector employees work for businesses that report at least some level of tourism revenue. During consultations, Yukoners expressed strong appreciation, commitment and optimism for the tourism sector and its bright future in the Yukon.

The Future of Tourism in the Yukon

International tourism is a $444 billion (US) industry. In terms of overall contribution to the international economy, tourism is the world's top industry ...and it continues to increase. Globally, tourism grew by 2.4% in 1998 to reach a total of 625 million overnight trips. Canada had a 3% share of this international market—more than 18 million overnight trips, a 7% increase over the previous year. And Canadians themselves made 74 million domestic trips in 1998, 17% more than in 1997.

International tourism to Canada is forecasted to grow, and several major trends suggest that tourism offers excellent potential for continued growth in the Yukon. These major trends are as follows:

- ***Adventure tourism will continue to grow in importance;***
- ***Tourists will seek learning travel experiences;***
- ***Tourists will seek authentic, not fabricated experiences;***
- ***The appeal of Canada's North will continue;***
- ***First Nations and cultural tourism will grow; and***
- ***Off-season winter travel will grow, but at a slow rate at first.***

Some key factors must be considered when planning for successful tourism in the future. North Americans are aging, tourists seek more active travel experiences, people's environmental consciousness is increasing, and they desire more authentic, learning experiences and flexible, time-conscious travel.

Technology is changing the delivery of messaging and tourism services, and the perception of value is surpassing the concept of price for consumers. A favourable U.S. exchange rate and Open Skies agreement are also expected to continue to factor in attracting visitors to Canada and the North, even with any significant changes in the Canadian air transportation sector.

Competition for tourism markets is more intense as regions around the world recognize the industry's impressive growth potential. With improvements to transportation worldwide, Yukon's competitors are as likely on the other side of the globe as in Alaska, British Columbia or other nearby regions. Yukon and its northern neighbours are recognizing the value of working with one another to develop northern tourism potential.

Positioning the Yukon

Tourism destinations position themselves through marketing campaigns that create a distinctive perception or image in the minds of potential visitors. During the consultations, Yukoners reaffirmed that the territory's positioning is in line with their vision of tourism in the Yukon.

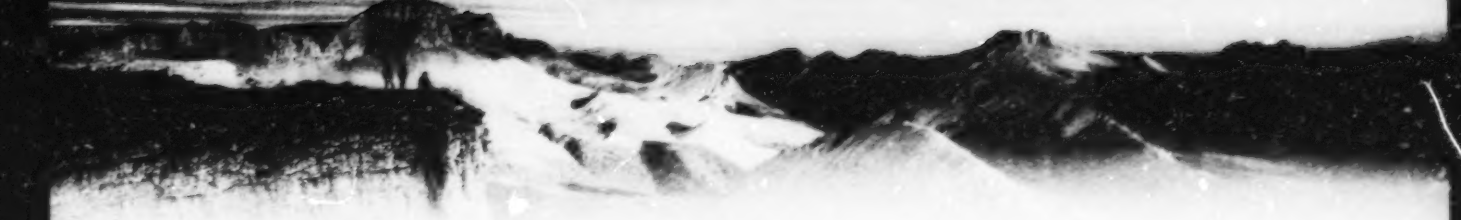
Our marketing campaign has broadened in focus from the gold rush history and anniversary celebrations to the four pillars that make Canada's Yukon a unique marketing destination. The territory is positioned as:

- **an adventure destination featuring pristine wilderness and magical scenery,**
- **with a Gold Rush history,**
- **a rich aboriginal culture,**
- **and a connection to ancient history**

The marketing focus brings these pillars under an umbrella campaign focused on the unique and authentic Yukon experience ...an experience that the Canadian Tourism Commission shows is what North America's growing leisure market is seeking.

"Visitors to the Yukon are interested in cultural tourism—knowing about our past, present and future. Our tourism strategy should recognize and respond to this interest by acknowledging the tourism value of the unique northern society we have created and our collective cultural heritage."

— member of the Yukon arts community



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The Role of Governments

Governments are involved in tourism for a number of reasons. The Yukon Government's role is to:

- *ensure that tourism reflects the values of Yukon people and is environmentally sustainable;*
- *stimulate business, create jobs and encourage a positive investment climate;*
- *market the Yukon as a travel destination;*
- *develop policies and legislation in the public interest; and*
- *support private sector endeavours.*

Yukon communities, First Nation governments, and federal agencies like Parks Canada also demonstrate strong commitment to tourism, often for similar reasons. In the consultations, all levels of governments expressed a strong desire to maintain and develop new partnerships to collectively build the Yukon's tourism sector.

"Let's keep building partnerships to ensure a close working relationship between the industry and governments."

— industry association member

Tourism Yukon's programs support the tourism sector in a number of ways. In addition to destination marketing, the department provides client services to tourism operators in the form of information, research, advice and advocacy. *Tourism Yukon* is also responsible for the development, protection and interpretation of arts and heritage resources. Government efforts are also linked to the availability of resources, and timeliness and affordability of initiatives.

This visioning document will guide the actions, activities and programs of governments, industry and other partners in the development of tourism. It will also guide decision making and policy direction.

"Tourism Yukon must be our advocate for tourism interests when dealing with impacts from other industries or in resource decision making."

— member Yukon non-governmental organization

A NEW VISION FOR TOURISM IN THE YUKON

Tourism is vital to the economy of the Yukon and continues to demonstrate significant growth potential. Its increasing role in the livelihoods of Yukoners and in decisions on land and resource use has prompted a new look at tourism planning for the territory.

After consulting throughout the territory, the Government has prepared this framework to guide future planning and development of tourism in the Yukon into the 21st century.

The purpose of this document is to provide balanced direction for tourism in the Yukon by identifying key issues, guiding principles, goals and aims. It proposes a vision and broad strategies that will enable the Yukon to gain from the economic and social benefits of tourism and position itself as a leading tourism destination.

This Yukon Tourism Vision will not be an end document—rather, it is a significant first part of a work-in-progress. From this basic foundation, government and industry need to formulate specific strategies and actions—for example, annual marketing plans or departmental operational plans with measurable targets and timeframes—to meet the challenges and opportunities facing Yukon tourism.

As a foundation document, the key elements to be re-enforced and embedded in future plans and actions will be the guiding principles. The values of Yukon people have been clearly articulated—they expect balanced, considered tourism decisions that reflect these five principles.

The Yukon Government recognizes that tourism is driven by private sector enterprise and public sector initiative, and that a key role for government is to provide a climate that stimulates and adds value to industry efforts. Continued understanding and appreciation of this relationship will be critical to the role tourism has in Yukon's social and economic development.

Developing our tourism vision

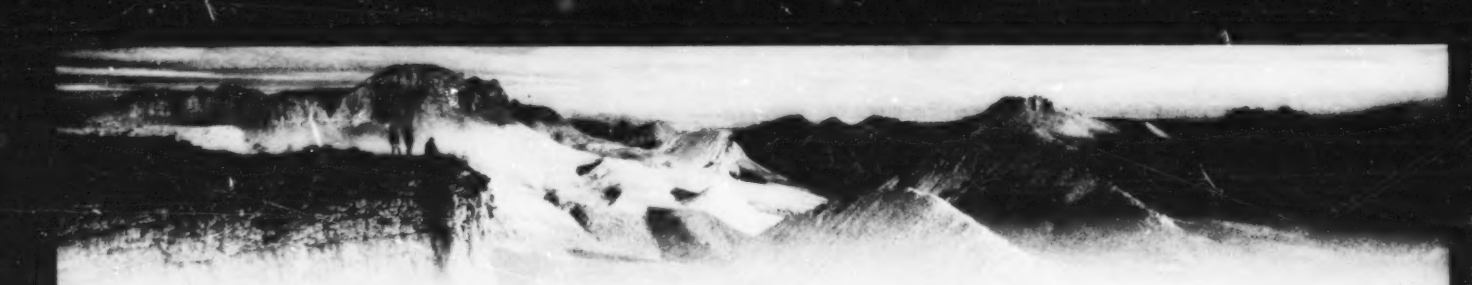
Through 1999 and into 2000, Yukon residents participated in the process of developing a vision of tourism that will guide the efforts of government, industry and other partners in the coming years.

Input was received from a broad base of individuals, stakeholders and organizations. Members of the public, First Nations, industry, interest groups and all levels of government participated.

Two rounds of consultations were conducted. Yukoners provided input at 37 meetings held in 16 communities around the territory. After a draft document was written, six meetings in selected communities were held to receive comments.

Now, this consultation report sets out the vision for action on the future of tourism in the Yukon.

"Hear us. We want to see meaningful change."



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YUKON TOURISM VISION

Our Guiding Principles

Guiding principles set out the values and beliefs Yukon people want respected and incorporated into tourism development. In the consultations, the people of the Yukon clearly identified five principles that will guide tourism planning and decision making. All of equal importance, these principles support the development of a healthy tourism industry and provide assurance that tourism will grow in a manner consistent with community values and priorities.

Yukoners' pride in the place they live and their appreciation of the value of tourism provide the backdrop to these principles. Residents of the territory express a strong connection with their home, and tourism is an outlet for communicating that pride. While residents recognize that tourism growth is important to the economy, they also want to protect the unique northern experience that makes living here special.

Respect for the environment

...Yukon people support the protection of natural environments and viewscapes for tourism, the preservation of our resources (natural, cultural and historic), and the application of ecologically sustainable principles and practices across the tourism industry.

Respect for Yukon people

...Respect and consideration of lifestyles, quality of life and community values, including the unique needs and rights of Yukon's aboriginal people, are important to the residents of the territory. By marketing and delivering authentic, original experiences for visitors, the people of the Yukon are true to themselves.

Dialogue with Yukon people

...The people of the Yukon expect fair, open communications and improved sharing and interpretation of information and tourism resources. Yukoners look to the Yukon Government to listen, understand, and where appropriate, advocate on behalf of the tourism sector, community residents and businesses.

Sustainable communities

...Yukon people want to foster a *long-term* vision for tourism in the territory. They seek assurance of long-term economic and social benefits of tourism accruing to Yukon communities. To be sustainable, communities expect the pace, scale, and type of tourism development to be consistent with regional desires and capabilities.

Growth and prosperity

...Jobs and return on investment are important to Yukon people. They want the economic value of tourism demonstrated and recognized. Yukoners envision a market-driven industry that meets consumer needs while balancing the needs of citizens. The private sector and our heritage, arts and cultural resources are recognized as the backbone of tourism in the Yukon, intimately connected to its success.

Creating Conditions to Support Tourism in the Yukon

In addition to guiding principles, a number of conditions or factors that are critical to the industry's success must be met if the vision for Yukon tourism is to be attained. This broad combination of factors represents some of the realistic conditions that Yukon's tourism stakeholders must consider on an ongoing basis.

- globally competitive practices, through offering quality services and value for money
- creative and aggressive marketing and promotion
- effective product enhancement and diversity, with products in line with market expectations
- effective tourism training, education and cross cultural understanding to better service growing international markets
- increased involvement of First Nations in tourism
- sustainable environmental, cultural and heritage management practices that help protect the Yukon's tourism assets
- productive partnerships between government, industry, communities and groups
- strong economic links with other sectors of the economy
- public sector investment that creates and maintains tourism infrastructure
- a safe and stable environment for tourists

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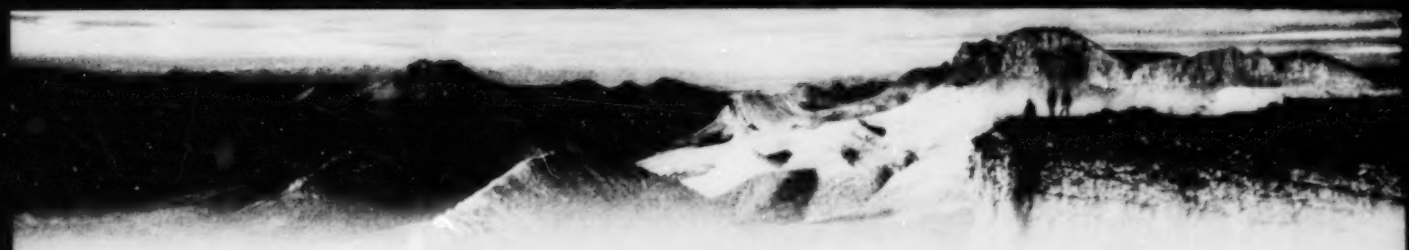

Our Goals and Aims

Tourism **goals** reflect overall needs of the Yukon as a destination—the vision for where the Yukon tourism industry is going. External and internal constraints to tourism also must be considered. These may include economic realities, limitations of government operations, human resource constraints and market development, resource protection and conservation considerations, and social or cultural constraints.

The **aims** of this document flow directly from input received during consultations with Yukon people. The aims are more specific than goals, and outline what Yukoners intend for tourism development.

Based on consultations, research, industry expertise and market intelligence, a series of goals and aims emerged under these four broad tourism themes:

- ***Creating Sustainable Tourism for Tomorrow***
- ***Building a Strong, Competitive Tourism Industry***
- ***Developing a High Quality Tourism Experience***
- ***Implementing a Winning Marketing Strategy***

In continued consultation with the people of the Yukon, the Yukon Government and its partners will use this new vision to achieve the goals and aims articulated by Yukon people, and as a guide for developing specific tools such as strategic actions, business plans, programs, and legislation or regulations.

A foundation of five interrelated guiding principles will provide consistency and balance to how these goals and aims are realized. These principles set out the values and beliefs that Yukon people want to see reflected in tourism decisions and planning.

"More thought has gone into this process than in the past. This document seems much less focussed on filling beds and much more considerate of our abilities and needs."

Tourism industry participant, 2nd consultation

The themes, goals and aims contained in this vision document are laid out in no particular order. They do not comprise a list, nor are they meant to be addressed in isolation from the rest of the document. Tourism planning and decision making will always consider parts of this document *within the context of the entire vision* for tourism in the Yukon.

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— Haines Junction industry, 2nd consultation

THEME:
Creating Sustainable Tourism for Tomorrow

Key issues:

Sustainability was a universal concern expressed throughout all consultations. In all forums—with industry, the public, community leaders, non-governmental organizations—environment-related and community development issues were echoed repeatedly. The people of the Yukon have vibrant, established communities and longstanding, special relationships with the land. Their concerns about environmental issues and community sustenance are sincere and real. If improperly managed, tourism can adversely affect natural, historic and cultural resources.

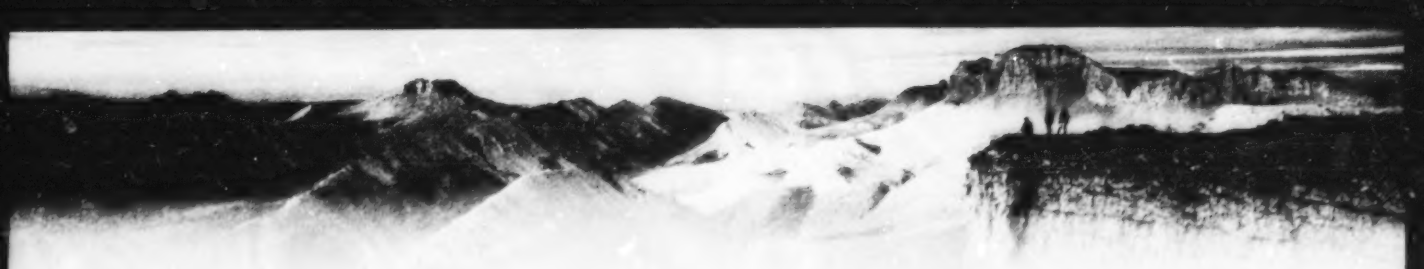
> *"Protect our water and our land. Our greatest tourism resource is our land."*
>
> — Yukon First Nation

Yukon people clearly want government to care for these resources with a view to protecting the environment, supporting future opportunities in tourism, and maintaining our northern lifestyles. They identified the preservation of wilderness and ecological values as a priority. Residents also want to strike a balance between the value of Yukoners' lifestyles and the needs and wants of tourists. They seek sustainable tourism growth from visitors who stay longer and pay more for high quality, unique Yukon experiences.

Careful, diversified growth in tourism that balances economic development with environmental and community values is important to Yukon residents. They ask that tourism development in the territory benefit Yukoners. Residents appreciate the wild Yukon landscape as a valuable, marketable tourism asset and for its intrinsic ecological value. They also expect that the Yukon Government will continue to support, enhance and protect the heritage and cultural resources of the Yukon.

People look to governments to demonstrate leadership and strong commitment to environmental and sustainability issues. In the pursuit of responsible tourism development, growth and revenue generating initiatives must be balanced with the interests of the people. Residents want to see sustainable, incremental growth through expanding and developing Yukon's tourism, heritage and cultural resources and encouraging business development that supports Yukon communities.

Yukoners are asking tough questions: how fast, how big, how much do they want their communities and the tourism industry to grow? People are concerned about the territory's capacity for growth and expect government to proceed cautiously and plan carefully.



Sustainable Development and Tourism

The Canadian Tourism Commission has identified a number of issues that must be addressed in order to create conditions conducive to sustainable tourism.

1. **Competing resource uses**
   - Tourism appeal is impacted by the existence of competing resource uses.
   - Resource uses should be appropriate to the ecosystem.
   - Tourism stakeholders should be involved in all resource use decisions.
2. **Rehabilitate the environment** to support and grow quality tourism.
3. **Revitalize communities,** and **consider community values**
   - Sustainable tourism development is fundamentally linked to the preservation and celebration of our culturally rich communities.
   - Community values play a vital role in shaping tourism development.
4. **Regulatory environments** play an important role in creating suitable conditions for sustainable tourism development.
5. **Infrastructure** needs must be considered in tandem with environmental/cultural/ community compatibility

Canadian Tourism Commission, 1998

"Quality of life is so important for Yukoners. We value sustainability: lifestyle, heritage, education and space."

Consultation Outcomes:

GOAL: Promote growth that supports and values communities.

Aims:

- Maintain consistent, open and accessible processes that involve communities in decision-making.
- Communicate information about government activities with communities in a consistent, timely way.
- Strengthen the role of the Department as a facilitator of sustainable tourism through actions that preserve the integrity of communities and protect the environment.
- Support community activities that achieve local benefits from tourism and cultural development.

"Yukon people want environmental protection for environmental values—not just for tourism's sake."

GOAL: Encourage and maintain high environmental and ecological standards.

Aims:

- Promote the application of sustainable principles and practices in tourism that recognize the importance of preserving ecological integrity both in developing infrastructure and tourism opportunities (e.g. Wilderness Tourism Licensing, Leave No Trace Campaign).
- Promote conservation measures that preserve and protect the environment and tourism resources (e.g. protected areas, trail quotas, heritage restorations).
- Advocate on behalf of the tourism sector for renewable, sustainable land uses and aesthetic landscape considerations.

GOAL: Strengthen and expand heritage programs, arts and cultural industries.

Aims:

- Encourage and support tourism development through heritage, arts and cultural industries in Yukon communities through *Tourism Yukon* economic and other territorial programs.
- Support continued development and expanded access to tourism and cultural education throughout the territory.

THEME:
Building a Strong, Competitive Tourism Industry

Key issues:

Partnerships are critical to the long-term success of tourism in the Yukon. Industry associations, other governments, operators and the public all stress the importance of partnering in tourism. They recognize the value building supportive and beneficial—rather than competitive—relationships between Yukon tourism businesses.

> *"Our community needs coordination, funding, training and information to develop its tourism potential."*
>
> — public, Watson Lake

Yukon people seek active involvement in planning for the future of tourism and emphasized ongoing consultation as tourism develops. They expect the Yukon Government to cultivate strategic, proactive partnerships that further the interests of tourism stakeholders and communities, in particular with Yukon's First Nations, Parks Canada, and with the non-profit sector.

Importantly, the industry and Yukon communities want firm support for education, tools and other resources to enhance the sector, improve quality of services, and foster pride in tourism. To capitalize on opportunities in tourism or enhance the services they provide, participants in tourism need information and resources, education and training. Yukon's First Nations, communities and other parties have expressed a special interest in information and training to enhance their involvement in tourism.

Yukon entrepreneurs want to operate in a positive business climate with favourable conditions for tourism development. For the private sector, this means a careful reduction in barriers and 'red tape', streamlining regulations, improving coordination between government departments and agencies at all levels and providing better access to financing.

Generally, tourism stakeholders call for increased product development, and they want products matched to markets. Tourism operators recognize their key role in product development. Yukoners understand that product development must have realistic goals. They also expect that it will consider community values and capabilities.

In consultations, Yukon people described government's job as balancing the need to respond to industry and the marketplace with Yukon residents' goals of employment, community values and responsible development. Yukoners expect ***Tourism Yukon*** to be service-oriented, to communicate effectively, and to work to bridge gaps across and within governments on behalf of clients. Industry looks to ***Tourism Yukon*** to be an advocate for the tourism sector—more active in intergovernmental communication and decision-making on issues that affect the industry.

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Consultation Outcomes:

GOAL: **Encourage the development of the right products for the right markets.**

Aims:

- Expand the role of *Tourism Yukon* in facilitating product development and providing expertise and business support, information and marketing research services.
- Support the development of market-driven products that are balanced with community interests, assets and capabilities, through economic programs and guidance.
- Encourage and market sustainable and innovative tourism products—products with reasonable assurance of longevity and success.

"Partnerships are essential to the success of tourism ventures in the Yukon."

— industry Watson Lake

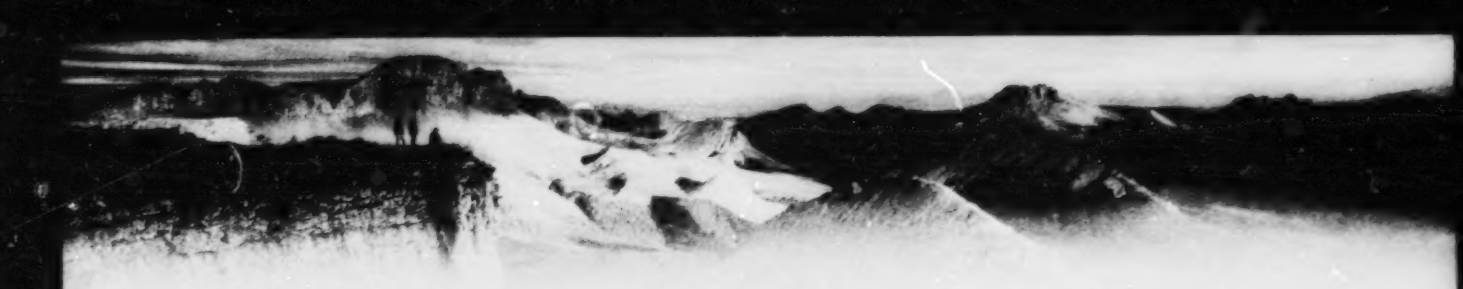
GOAL: **Facilitate strong partnerships and raise the profile of the tourism industry.**

Aims:

- Maintain and monitor regular dialogue with industry (conventions, regular meetings) and with the public (community meetings, open houses, consultations)
- Consider tourism, heritage, arts and cultural issues in government-wide policy development and strategic planning initiatives.
- Build and maintain strong partnerships with Parks Canada—an important partner in tourism, recreation, heritage, and natural resource planning and protection in the Yukon.
- Facilitate partnerships aimed at product development and marketing (e.g. Yukon Tourism Marketing Partnership).
- Recognize tourism's increasing contribution to the economy of the Yukon, strengthen the Department's role in other areas of government, and build the public profile of the tourism sector.
- Support partnerships with and between Yukon communities and across governments.

Improving Product Development

Tourism Product is the combination of attractions, events, facilities, infrastructure, transportation, hospitality resources and other services that a destination provides for visitors. Visitors choose a destination using key criteria that include quality, quantity, variety, uniqueness, value, service and access. When developing new Yukon tourism product, these criteria must be considered to attract visitors, satisfy their needs, and encourage them to come back.



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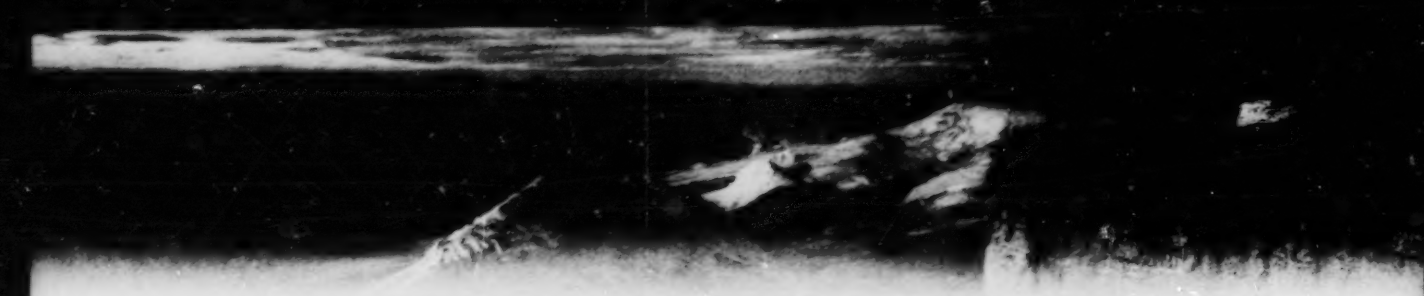


GOAL: **Provide tools, resources and a supportive business environment to generate growth.**

Aims:

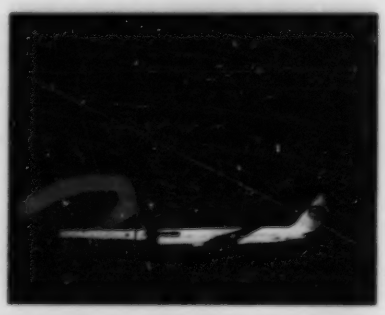
- Provide tourism, heritage and arts and cultural industries with market driven information, technical assistance, and support through policy development.
- Develop planning, research and technical services that encourage greater industry participation and enhance training opportunities.
- Position the Yukon as an attractive place to invest in tourism development.
- Facilitate the delivery of equitable business support through various economic programs.
- Foster industry professionalism and education through department initiatives (including data collection, interpretation, surveys, workshops, and information acquisition and dissemination). Communicate to industry regularly on these initiatives.
- Provide industry leadership and decision makers with territorial knowledge of organizational, economic and social impacts of tourism.
- Improve *Tourism Yukon's* services that guide and help clients gain fair and timely access to tourism resources and information.
- Assess economic and regulatory influences on Yukon's tourism, heritage and arts and cultural industries and advocate changes that enhance tourism development.

"Barriers to investment constrain our ability to develop tourism."

— industry, Haines Junction

"Work with our region to develop what we already have by assisting with education, marketing and infrastructure."

— Yukon First Nation



THEME:
Developing a High Quality Tourism Experience

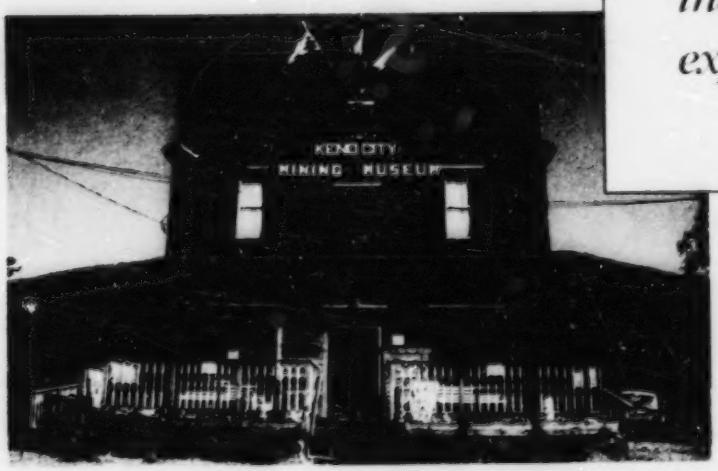
Key issues:

The message from the people of the Yukon to government is consistent and clear: in pursuing tourism development, do it *right.* Provide authentic, real experiences and products in line with Yukon values, develop and market them accurately and provide real value for visitors. Travellers are becoming more discerning as their expectations continue to rise. In order to satisfy and even exceed visitors' needs, Yukoners know they must remain market-driven.

The key to providing the highest quality tourism experience is a work force that is trained, knowledgeable and customer-oriented. Visitors seek an original, memorable experience accompanied by the best service that Yukoners can offer. In turn, the people of the Yukon are rising to the challenge and expressing strong interest in education, training and best practices guidelines.

Often viewed as the foundation of future tourism in the Yukon, infrastructure is often tied directly to developing new tourism product. Infrastructure can encourage tourism in communities and enhance the tourist experience. Yukon people expect that government will facilitate the development and maintenance of public infrastructure that improves or extends the visitor experience, through enhancements in air access, trails, signage, highways, utilities, telecommunications and other public infrastructure.

> *"We must raise industry standards and service. A need exists for training and expanding industry expertise."*
>
> — Yukon interest group



Consultation Outcomes:

GOAL: **Facilitate the development of a work force that exceeds visitors' service expectations.**

Aims:

- Where appropriate, work with industry and employees to develop industry-driven best practices and standards (e.g. Wilderness Tourism Licensing Act, national career standards).
- Inform and encourage the industry to adopt national standards and best practices, and promote the territory's competitiveness (e.g. through Yukon Tourism Education Council, industry associations, Yukon College).
- Support and promote an integrated tourism education and training system with the help of other government departments.
- Improve awareness of career opportunities in tourism.
- Promote awareness of the value of good service delivery (e.g. value of tourism to communities, changing service expectations to tourism workers).

GOAL: **Strengthen key government-owned tourism infrastructure.**

Aims:

- Maximize use of government-owned assets for tourism purposes (e.g. historic buildings, arts or sports facilities).
- Develop and enhance existing infrastructure for tourism purposes (e.g. museums, interpretive sites, campgrounds, signage).
- Continue to work on securing improved air access to and within the Yukon through initiatives like the Whitehorse airport runway extension or Open Skies Agreement.
- Consider infrastructure needs in tandem with community, cultural and environmental compatibility.
- Advocate for the creation of new public infrastructure, and where possible, commit funds to support it (e.g. enhanced telecommunications, Internet, roads, water/sewage).

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THEME: Implementing a Winning Marketing Strategy

Key issues:

Yukon people are generally pleased with the destination marketing efforts of *Tourism Yukon*. They want to continue strong image marketing and promotion of Yukon as a destination.

The residents of the Yukon want tourism to create more local benefits, by seeking visitors who stay longer, explore, and spend more. Industry seeks more input and involvement in marketing the Yukon.

In consultations, people expressed a desire to explore new niche markets and pursue more targeted marketing approaches that promote visitation to Yukon communities. They encouraged the exploration of new and non-traditional markets such as Asia, convention visitors, winter and shoulder season travellers, and tourists seeking cultural tourism product.

Many Yukoners are concerned about over-selling of some products like pristine wilderness and cultural products. First Nations have expressed concerns about over-marketing of their products, social and lifestyle issues complicated by tourism development and issues around authenticity of the experiences being sold.

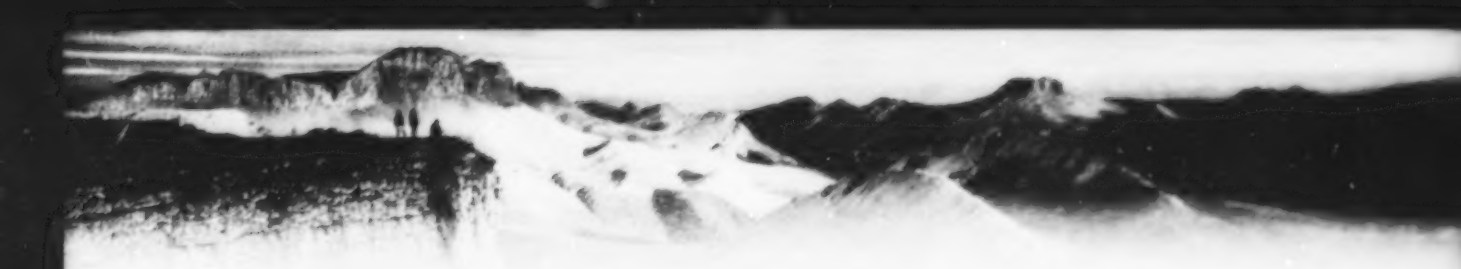
Some participants have expressed a desire to participate and improve their knowledge of marketing. Others want to be more informed of *Tourism Yukon's* marketing plans, performance measures and other specifics. Many tourism operators continue to express interest in joint marketing initiatives and cooperative programs.

Marketing the Yukon

It is often said that to be successful in tourism you must anticipate, meet and even exceed your customer's needs. This is the *service* or *customer-oriented* approach and is the key to successful marketing.

Marketing is any activity that responds to a demand for a product or service. It creates an image in the minds of potential visitors to convince them to visit the Territory. In the tourism industry, effective marketing is the *process* of determining who your potential buyers are, what their needs are and how you will meet those needs. **Selling** and **advertising** are components of marketing—selling happens through contacting potential buyers, and advertising is part of promotional marketing activities.

Tourism marketing in the Yukon is a shared responsibility between Tourism Yukon, private sector operators and businesses, tourism associations, chambers of commerce, First Nations and local governments. *Tourism Yukon* is a destination marketing organization (DMO), meaning that it is responsible for marketing the Yukon as a tourism destination, while the private sector is responsible for marketing and selling their tourism product.



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Consultation Outcomes:

GOAL: **Deliver marketing programs that capitalize on Yukon strengths and match market expectations.**

Aims:

- Develop and implement strategic marketing programs designed to maximize the number of visitors and their length of stay and expenditures, while ensuring marketing is sensitive to Yukoners' concerns (e.g. overselling, authenticity, environmental impacts).
- Continue to develop and implement marketing programs that provide greatest economic value to Yukon (return on investment).
- Create international recognition for Yukon-brand products (e.g. a trip on the Yukon River, Yukon artists), and use Yukon products, images, artists and cultural assets in marketing materials where appropriate.
- Strengthen the commitment to marketing the Yukon as a premiere destination, with attention to promoting regional visitation.
- Maintain and strengthen marketing partnerships with industry.
- Support joint marketing initiatives and co-operative programs with other jurisdictions and organizations (e.g. the Northern Tourism Partnership where Yukon has demonstrated leadership), and continue to find ways for community partnerships in marketing.
- Pursue niche markets, shoulder season and winter tourism, and convention markets in consultation with industry and communities.
- Ensure marketing matches product capability.
- Develop and communicate performance measures for marketing programs.

"Non-traditional tourism products should be used to market the Yukon: support our musicians, publishers, writers, craftspeople."

—public, Dawson City

THE WAY AHEAD

This new vision for tourism in the Yukon is an important first step in establishing the values and priorities that create a framework for the industry's future. The Yukon Government, the tourism industry and their partners will use this document when making decisions and to develop more detailed actions, initiatives, strategies and plans that will put our goals and aims into practice.

For Yukon people, the way ahead will also bring a stronger commitment from the Yukon Government towards tourism. This begins with the expectation that the Yukon Government and its partners will follow through in implementing this tourism vision. Yukoners also expect improved dialogue, and strong leadership and advocacy on behalf of the industry.

Tourism planning and decision making will always consider parts of this document *within the context of the entire vision* for tourism in the Yukon. Government must continue to make balanced decisions that incorporate the five guiding principles and, in particular, address some of the key issues identified by Yukon people throughout the consultations.

Among these issues, sustainability was a universal concern. Partnerships and consultation are also very important to Yukoners—they expect government to cultivate strategic, proactive partnerships that further the interests of tourism stakeholders and communities. Improved tools and support are particularly important to the industry and communities, to enhance the sector, improve quality of services, and foster pride in tourism.

"We don't want empty promises. We look forward to financial commitments that accompany these promises—for tourism education, product development, venture capital."

— Dawson industry 2nd consultation

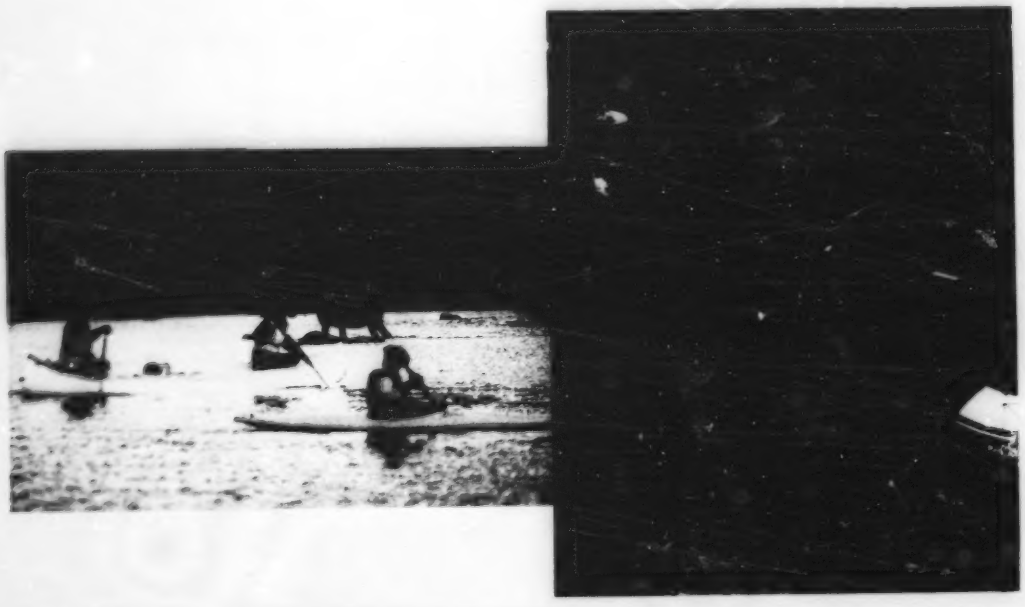
Next steps

This document lays out expectations and guidelines for the way tourism will be developed in the Yukon. It does not outline a series of steps or specific actions, nor does it address the financial implications of tourism decisions. Detailed and decisive policies and initiatives will comprise the next level of strategic planning, for which this vision will be a critical reference document.

The means to achieving the goals and aims of the New Tourism Vision are varied. The following list of proposed initiatives and examples is not exhaustive nor is it in any particular order. Specific Yukon Government tourism initiatives may include:

- Drawing on the new Yukon Tourism Vision as the reference, the Department of Tourism will refine its vision.
- Continue to develop an annual Tourism Department operational plan.
- Continue to produce annual tourism marketing plans.
- Continue with regional planning at the grassroots level, such as the Kluane Regional Plan.
- Develop a territory-wide Yukon Museums Strategy in consultation with Yukon people.
- Continue to develop and offer industry-specific workshops (e.g. receptive operator, B&B workshops)
- Continue to conduct relevant tourism research and inform the industry on the results (e.g. Visitor Exit Survey).
- Continue efforts to encourage all-season tourism throughout the Yukon (e.g. winter marketing campaign).
- Participate as an active partner in the Yukon Tourism Marketing Partnership.
- Investigate and explore new and expanded product development opportunities including related attractions and infrastructure.
- Partner with the Yukon Convention Bureau, communities and businesses to promote the Yukon as a convention, meeting and incentive travel destination.
- Support marketing partnerships to promote the Yukon's tourism sectors and ensure Yukon is competitive in growth markets (e.g. wilderness tourism).

- Continue to work with Yukon communities to enhance their marketing opportunities (e.g. regionalized Vacation Guide).
- Building on the Wilderness Tourism Licensing Act, continue to work with wilderness tourism operators on developing regulations (e.g. river rafting regulations).
- Continue to value and protect our heritage resources.
- Continue to monitor and evaluate air access to the territory to ensure sufficient competitively priced frequency and capacity to our growth markets.
- Continue to pursue federal and territorial funding to benefit tourism, heritage and cultural industries in the Yukon.
- Explore ways to more fully integrate the arts and cultural community into mainstream tourism marketing activities.
- Work toward the inclusion of arts and cultural industries in product development strategies.
- Explore ways of improving access to capital.
- Examine the feasibility for increased Yukon ownership of tourism assets in order to help reduce economic leakage.



In short, Yukon people expect firm commitment from the Yukon Government and its partners to realize this new tourism vision through the implementation of these and other initiatives. In continued consultation with the tourism industry, the public and other stakeholders, proactive and concrete plans that flow from this document will lead to improvements and changes in government policies, programs and practices.

The future is bright for tourism in the Yukon!